

The Impact of Mindset Change on Organizational Transformation

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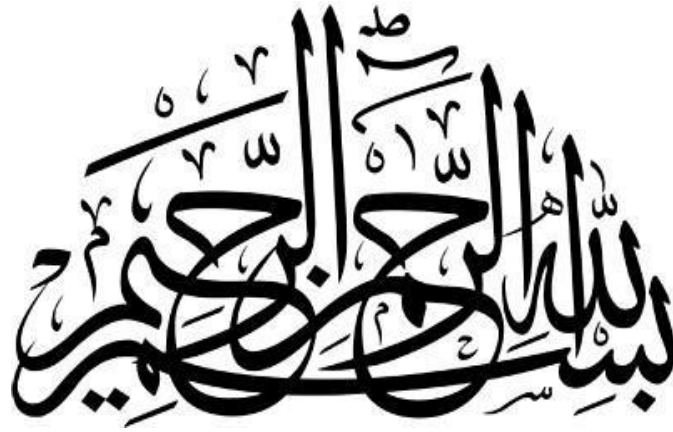


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Abstract (English)

This research considers the role played by mindset change in organizational transformation focusing on both digital and leadership change within the context of local organizations in Saudi Arabia. According to study, organizational transformation is about changing beliefs, attitudes and behaviors towards new thinking ways of working. This research will target to broaden the understanding of efficient change management, as studied through dynamics of change in mindset, and thereby provide some applicable lessons to local organizations.

Objectives of the study:

Understanding the extent to which mindset change takes place in organizational transformation, how mindset change influences technological and leadership dimensions of organizational transformation, factors and mechanisms leading to change in mindset and lastly, recommendations of managing the mindset change in order to ensure effective organizational transformation.

Methodology:

In this research, the approach that is selected is a quantitative one, using a survey design to gather data with respect to changes in mindset and organizational transformation.

Results:

The survey, embracing a diverse participant pool, explored mindset changes during organizational transformation across various demographics and roles. The distribution included different age groups and a balanced gender representation, reflecting a comprehensive

perspective. Education, job roles, and experience levels added to the diversity, ensuring varied opinions. The survey revealed a predominant growth mindset (83.1%), showcasing openness to change and flexibility, crucial in organizational transformation. Real-world experiences highlighted that 77.2% had undergone mindset changes, emphasizing their relevance in organizational settings. Participants strongly agreed (50.7%) on the positive impact of mindset changes in successful transformations. Regarding current strategies, 75.2% believed in their effectiveness. Challenges included a lack of awareness (48.8%), emphasizing the need for targeted efforts. Key influencers included training programs (60.3%), highlighting their efficacy. The perceived contributions of changing mindsets included enhancing employee motivation (54.4%) and improving organizational performance (51.5%). Overall, the survey provides valuable insights into diverse perspectives on organizational change and transformation.

Conclusion:

The results of this study indicate a clear correlation between mindset changes and organizational transformation. Specifically, a positive mindset emerges as a significant factor influencing the success of organizational transformation efforts. It becomes evident that fostering a positive mindset requires strategic interventions such as training, motivation, and organizational support. These elements play a crucial role in shaping individuals' attitudes and perspectives, consequently contributing to a more favorable environment for organizational change. The findings of this survey align with and support the initial hypothesis that guided the commencement of this study, reinforcing the notion that a positive mindset is pivotal in the context of organizational transformation.

Abstract (Arabic)

يتناول هذا البحث الدور الذي يلعبه تغيير العقلية في التحول المؤسسي مع التركيز على التغيير الرقمي والقيادي في سياق المنظمات المحلية في المملكة العربية السعودية. وفقاً للدراسة، فإن التحول المؤسسي يدور حول تغيير المعتقدات والمواقف والسلوكيات تجاه طرق التفكير الجديدة في العمل. يهدف هذا البحث إلى توسيع فهم إدارة التغيير الفعالة، كما تمت دراستها من خلال ديناميكيات التغيير في العقلية، وبالتالي توفير بعض الدروس القابلة للتطبيق للمنظمات المحلية. وبالتالي سيكون ما يلي الأهداف الرئيسية للدراسة: مدى حدوث تغيير العقلية في التحول المؤسسي، وكيف يؤثر تغيير العقلية على الأبعاد التكنولوجية والقيادية للتحول المؤسسي، والعوامل والآليات التي تؤدي إلى التغيير في العقلية، وأخيراً، التوصيات لإدارة تغيير العقلية من أجل ضمان التحول التنظيمي الفعال.

في هذا البحث، النهج الذي تم اختياره هو النهج الكمي، وذلك باستخدام استبيان لجمع البيانات فيما يتعلق بالتغيرات في العقلية والتحول المؤسسي.

نتائج هذه الدراسة تشير إلى وجود ارتباط واضح بين تغيير العقلية والتحول التنظيمي. على وجه التحديد، تظهر العقلية الإيجابية كعامل هام يؤثر في نجاح جهود التحول التنظيمي. يصبح واضحاً أن تعزيز العقلية الإيجابية يتطلب تدخلات استراتيجية مثل التدريب والتحفيز والدعم التنظيمي. تلعب هذه العناصر دوراً حاسماً في تشكيل توجهات وآراء الأفراد، مما يسهم بشكل كبير في خلق بيئة أكثر إيجابية للتغيير التنظيمي. تؤكد نتائج هذا الاستطلاع وتتسق مع الفرضية الأولية التي أوجدت بداية هذه الدراسة، معززة فكرة أن العقلية الإيجابية أمر حيوي في سياق التحول التنظيمي.

Chapter One

Introduction

Organizational transformation essentially seeks to improve the performance and competitive level of an organization. The achievement of these efforts will still essentially change in mindset is noticed among this group of people.

An understanding of the level of effect that a change in mindset could have on organizational transformation is very crucial. It is believed that the change of mindset shifts the beliefs, attitudes, and behaviors which will enable the organizations to quickly adapt to new ways of thinking and working and adopt the culture which will be oriented towards growth as it accepts change. This study will delve into the dynamics around mindset change and the influences it has on different organizational transformation that are digital change and leadership change. This research proposal will try to look at whether the mindset change affects the organizational transformation through a case study within the local organizations. Such research findings will help enhance the body of knowledge related to change management providing practical insights for local organizations. With an understanding role for changing the mindset, an organization can implement its transformation successfully and influence the power in growing. This research will help in enhancing the understanding related to transformational change strategies in Saudi Arabia.

Research problem

The research is focused on the necessity to fill out a gap in the knowledge regarding the impact which mindset change has upon the course of organizational transformation within local organizations situated within Saudi Arabia. Thus, this study envisions itself thereby being able to bridge the gap mentioned above as it seeks to deduce better comprehension of the said phenomenon through an examination as to how alterations in mindset could affect and dictate the transformation initiatives that have been adopted by local organizations.

The importance and objectives of the research

- To examine the extent of mindset change happening during the process of organizational transformation in local organizations in Saudi Arabia.
- To assess the impact of mindset change on two dimensions of organizational transformation that are technological and leadership.
- To determine factors and the mechanisms that further increase mindset change in organizational transformation within the organizations of Saudi Arabian.
- To give an insight and make a recommendation with respect to managing mindset change in a bid to ensure effective organizational transformation.

Research hypotheses

Hypothesis 1: Mindset change and successful organizational transformation in the local organizations in Saudi Arabia positively relate: this hypothesis submits that if individuals within an organization initiated the process of setting up a mindset change then that organization will

be prone to experiencing a successful organizational transformation with respect to improved performance, enhanced adaptability as well as general efficacy.

Hypothesis 2: Resistance to change of mindset hampering organizational transformation: This hypothesis tells that people those are employees or stakeholders within the workplace and organization who will be resistant towards the change of mindset shall definitely halt the process of organizational transformation, which would be likely to be proved as posing challenges towards fulfilling changes as envisaged.

Hypothesis 3: Cultural factors engrained in the relationship between mindset change and organizational transformation: This hypothesis suggests that an organization's cultural environment like values, beliefs, and norms provide a critical influence for moderating the relationship between mindset change and the realization of successful organizational transformation.

Literature review

Organizational transformation in the country has experienced a turnback due to a number of inhibitors such as the current organizational structure whereby decision-making authority is vested solely on managers (Chaker & Jabnoun, 2010). This hierarchical authority and lack of autonomy impedes the implementation of new ideas and initiatives. Moreover, cultural features such as the dominance of personal relations and connections over efficiency, indeterminacy in decision making, the cultural values and expectations of the people in Saudi Arabia also greatly resist organizational transformation (Alhalafi, 2022). Moreover, the norms

and practices of culture in Saudi Arabia by themselves are creating a resistance to change

(Khan, S.A., Varshney, D.,2013).

Change of mindset refers to transformation of the way beliefs and attitude an organization's group members collectively hold and perceive. There is generally agreement among the scholars that individual transformative learning approaches are necessary, by assisting organizational members develop greater complexity in thinking and generating richer insight (Faller & Marsick, 2023). It thus becomes that much critical realization to understand the need for mindset change in the context of challenges being faced in the process of organizational transformation in Saudi Arabia. Another unique factor that puts up significant challenges against successful organizational change in this setting is the difference of cultural and structural factors (VASSEUX, 2023). For example, the influence of traditional culture and the presence of the dominant hierarchical organizational structure and secure top management commitment to the planned changes makes it difficult to convince employees on the need for change. To even make the process worse, there are strong cultural features coupled with preference to government intervention to business practices among others (Alharbi, 2019).

Understanding mindset change is critical to put in place and sustain efforts for change effectively. Recent developments in the theory of organizational change emphasized transforming human perception hence leading to new ways to represent and solve problems (Li & Lin, 2011).

Secondly, according to the theoretical argument by Bohm, a change in perception of the individual can evoke transformation of reality one observes. For example, successful

implementation and sustainability require a mindset change. This is because the mindset influences how the individuals perceive and approach change (Li & Lin, 2011).

Changing mindset influences the success of organizational transformation in Saudi Arabia. The way people perceive and act about change and their flexibility towards change and especially overall approach towards the transformations process is under changing mindset. As such, with a change in mindset and attitude to effecting change from the employees, organizations in Saudi Arabia can develop change readiness and reduce resistance (Shehri et al., 2017). In this line, organizations can enhance employees' openness to change and perception that the alteration is necessary and attainable for the organization by addressing the beliefs, effects, and behavioral tendencies towards organizational change among the members (Chiang, 2010).

Saudi Arabia organizations can improve on their organizational performance by focusing more on the change of mindset where cultural barriers and traditional attitudes may be broken. This way, they will develop an organizational culture that is agile and innovative to fit within the ever-changing business environment (Alhasheedi et al., 2020).

Exploring the role of mindset is crucial for understanding an effective way how individuals and organizations can effectively negotiate through the change process (Alhasheedi et al., 2020). By looking at the employees' relations to organizational commitment and change, it is possible for an organization to identify those areas that would require a mindset change, and then strategies of implementation can then be developed (Shehri et al., 2017). With growth mindset inculcation where employees hold the belief of being capable enough for learning and adaptation, organizations can enable such individuals in accepting changes and contribute

towards organizational transformation success (Zainab et al., 2021). Highlighting the importance of a change in mindset, organizations in Saudi Arabia can develop a culture that allows for and encourages innovation, flexibility, and continuous improvement (Shehri et al., 2017)

Some of the areas where organizational transformation in Saudi Arabia can bring significant changes include:

- Organizational performance and productivity
- The competitiveness of Saudi organizations in the global market
- Level of satisfaction and engagement of employees
- Increased innovation and agility in the organization
- Country's economic growth and development as a whole
- Increased satisfaction and loyalty among the customers
- Quality of increase in reputation and brand image of the Saudi Arabian organization

(Maor et al, 2017, Keller, S., Schaninger, B., 2019, Faller & Marsick, 2023).

Additionally, organizational transformation might create certain societal effects where new job openings get developed, and this will enable the growth of skills and knowledge and ultimately contribute to an even more sustainable and resilient economy (Okolie & Memeh, 2022).

Encouraging mindset change, such as the growth mindset, Saudi organizations could navigate these transformations effectively and in return reap potential benefits (Maor et al, 2017).

Change of employee and leadership mindsets are important weapons for the success of

organizational transformation. With a transformational type of leadership, it will be possible to influence employees and motivate them towards being more (Carral et al, 2010).

In a case study based on the mindset change and transformation in Saudi Arabia, it was found out that the encouragement of a growth mindset of the employees is very essential to the attainment of a successful organizational change (Alotaibi & Campbell, 2022, Eroje et al., 2019).

Changing organizational mindset in Saudi Arabia poses several challenges and opportunities.

Challenges faced in changing organizational mindset in Saudi Arabia include cultural and societal norms that may discourage change, a hierarchical management structure limiting decision-making power (VASSEUX, 2023). Changing organizational mindsets will pose various challenges but at the same time present some opportunities as well. The Role Played by Leadership in Motivating Change of Mindset and Transformation (Eroje et al., 2019). A change in mindset for employee empowerment: Key to successful organizational transformation (Askari et al., 2020).

It is most essential to understand how transformational leadership behavior, along with other influential variables such as psychological ownership, work environment, incentives, and employees' motivation, contributes to enhancing organizational performance (Alhasheedi et al., 2020). Also added to a changing scenario of organizational dynamics were the Saudi government's Vision 2030 and the reforms its envelopes, especially on leadership empowerment of Saudi women (Alotaibi & Campbell, 2022)

Chapter Two

Research Methodology

The research shall modal with a quantitative approach whereby it shall develop a survey design that shall be distributed to the sampled participants in efforts aimed at collecting data on experiences of mindset change and organizational transformation. The survey was checked by a division head and a senior management at local companies.

Sampling: The sampling technique will randomly select participants from both the private and government sectors in KSA.

Data Collection: A structured comprehensive questionnaire will be designed based on the validated scales and items meant for mindset change and organizational transformation.

Thereafter, the survey instrument would be dispatched electronically to the selected respondents with a clear assurance of keeping the content strictly confidential and anonymous. Instructions would be given as regards how to respond to each item in the instrument precisely and accurately.

Variables: The conducted survey is going to collect the variables which are related to mindset change, consisting of beliefs, attitude, and behavior, alongside those of the organizational one including strategy changes, structure changes, and processes modifications. All this will be further complemented by the collection of a set of demographic variables like age, sex, and experience years.

Data Analysis: The collected data will be analyzed through statistical analysis. Descriptive statistics, which is frequencies as well as percentages, will be used to summarize the demographic characteristics of the respondents. Inferential statistics, which is correlation analysis, will be done to develop the relationship between mindset change and organizational transformation.

Research limits

Objective limits: The research is specifically focused on studying the influence of mindset change on organizational transformation.

Geographical Boundaries: The research will be applied to the private and public sectors in Saudi Arabia

Time limits: The research will be implemented in the period of 1 year.

Chapter Three

Study Results

A total of 408 responses were gathered for the survey conducted. The survey itself was comprehensive, comprising multiple questions designed to elicit varied insights. In the subsequent discussion, we will delve into each of the responses obtained, providing a detailed breakdown and analysis to elucidate the nuances and patterns within the data. This approach aims to offer a thorough exploration of the diverse perspectives captured through the survey, shedding light on the intricacies of the participants' feedback. By presenting each result alongside a comprehensive explanation, we seek to provide a comprehensive understanding of the findings and their implications.

The survey categorized participants into three distinct age groups: [20-35], [36-50], and [51-65]. Analyzing the age distribution among respondents, it was observed that the majority, constituting 46.8% of the total responses, fell within the [36-50] age bracket. Following closely, the [20-35] age group accounted for 35.8% of the responses, indicating a substantial representation within this demographic. Conversely, the [51-65] age group exhibited the lowest response rate, comprising 17.4% of the total participants. This distribution is visually represented in Figure 1.

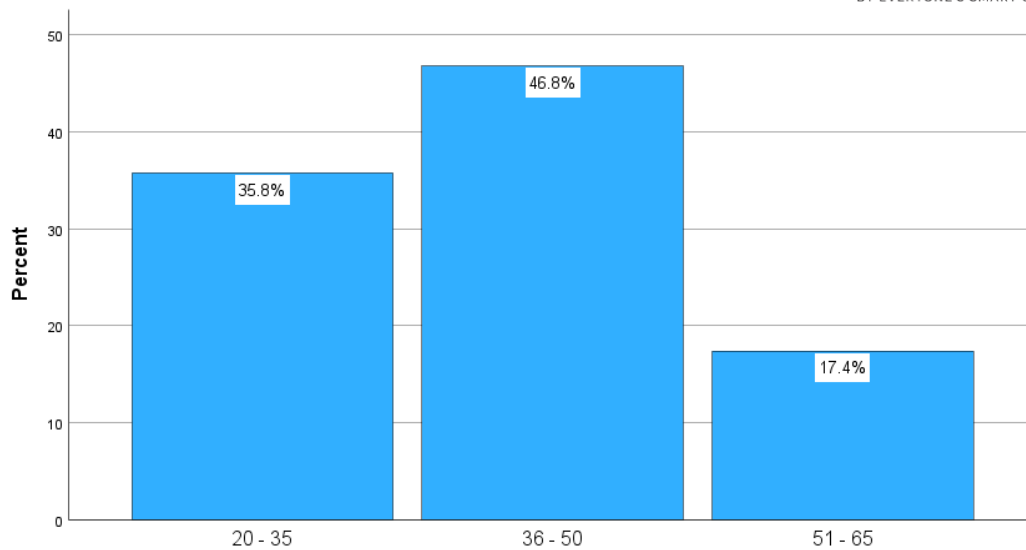


Figure 1. Ages group responses

Within the survey, a specific inquiry was incorporated to delve into the potential distinctions in responses and perspectives between males and females. The data concerning gender responses reveals that 54.4% of the participants identified as male, while 45.6% identified as female. This nearly equal distribution between the two gender groups indicates a balanced representation in the survey sample. Figure 2 visually encapsulates this gender breakdown, offering a graphical representation of the proportions of male and female responses and highlighting the comparable engagement of both genders in the study.

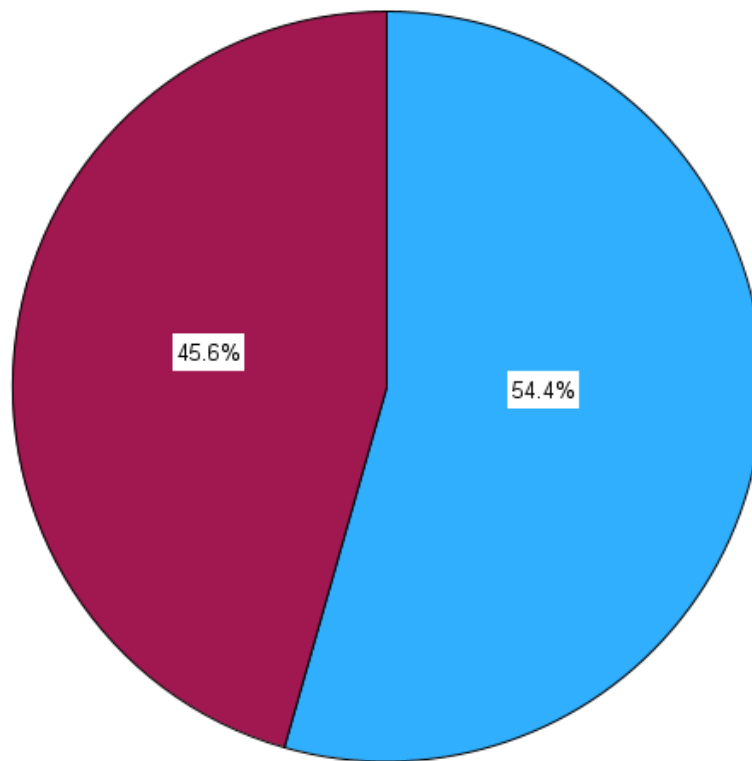


Figure 2. Gender groups

The survey categorized participants based on their educational background into three distinct groups: those with a high school education, individuals holding a bachelor's degree, and respondents with postgraduate qualifications. Upon scrutinizing the educational level responses, a noteworthy pattern emerged. The preeminent group, comprising the majority of responses at 64.95%, consisted of individuals with a bachelor's degree. This suggests a significant representation of participants holding undergraduate qualifications in the study cohort. In contrast, the group with the least number of responses was those with postgraduate qualifications, accounting for 15.44% of the total respondents. The remaining subset, encompassing individuals with a high

school education, contributed 19.61% of the overall responses. The distribution of educational levels is graphically illustrated in Figure 3

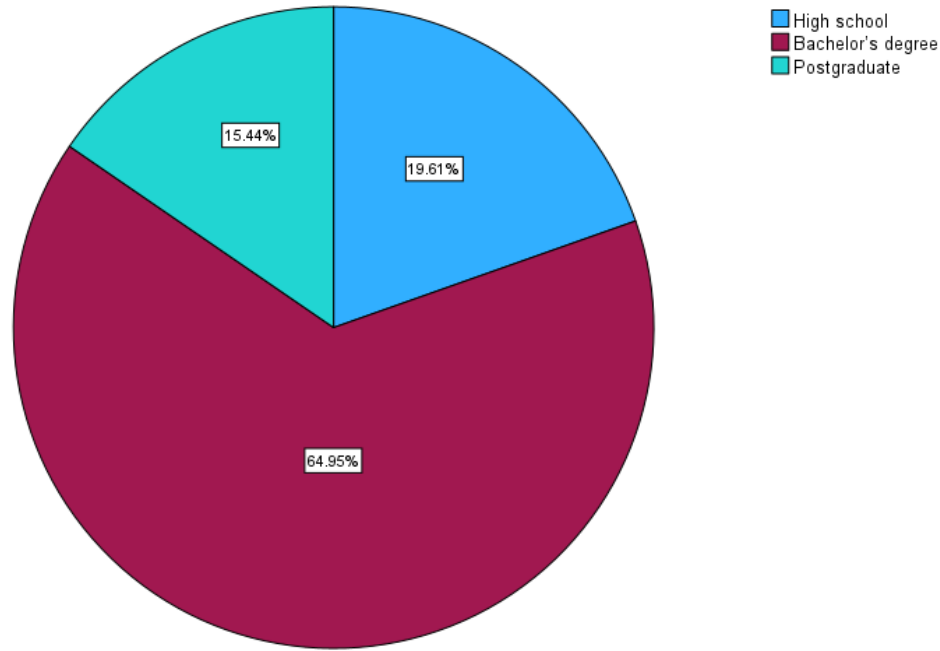


Figure 3. Education groups

The survey sought to explore perceptions across various organizational hierarchies by categorizing respondents into four distinct job title or level groups: Beginners, Executive Management, Middle Management, and Senior Management. Upon examination of the job title/level responses, a discernible distribution emerged. The largest segment of participants, constituting 33.8% of the total responses, identified themselves as Beginners. Subsequently, the Executive Management category accounted for 30.4% of the responses, indicating a substantial representation from this hierarchical level. Middle Management followed closely behind, contributing 25.2% to the overall responses, while the Senior Management group represented the smallest subset, comprising 10.5% of the respondents.

This distribution across different job levels is visually depicted in Figure 4, offering a graphic representation of the varied participation rates within each identified job title or level category. This breakdown of responses across different organizational roles provides valuable insights into the perspectives and attitudes toward change in mindset at various levels of the organizational hierarchy. The study, by encompassing responses from individuals across all organizational levels, facilitates a comprehensive understanding of how mindset changes are perceived and experienced throughout the organizational structure.

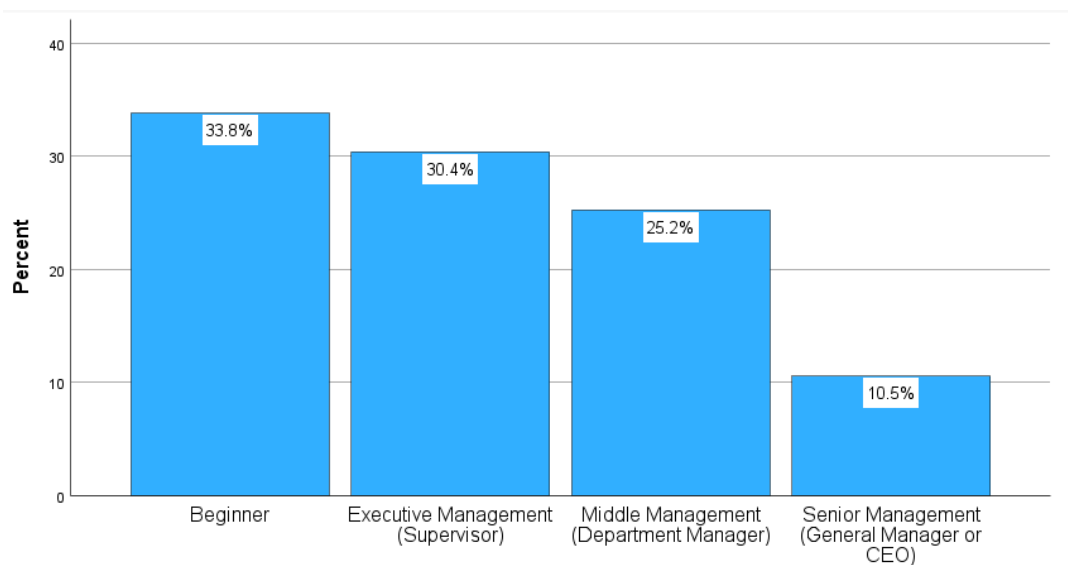


Figure 4. Job Title/Level

The survey aimed to capture a diverse range of perspectives by categorizing respondents into five distinct groups based on their work experience. These groups spanned from individuals with 1 year or less of experience to those with over 10 years of experience. The resulting data,

represented in Figure 5, elucidates the distribution of responses across these various experience categories.

Analyzing the work experience responses, a prominent trend emerged. The group with the highest number of responses, constituting 40% of the total, comprised individuals boasting 10 years of experience or more. Following closely, the category encompassing respondents with 5 to 10 years of experience contributed 25% to the overall responses, indicating a substantial representation from this experience bracket. Conversely, individuals with 1 year of experience or less constituted 22.1% of the total responses, showcasing a noteworthy participation rate from those relatively new to the workforce.

Moving further, the group with work experience ranging from 2 to 5 years contributed 8.8% to the overall responses, positioning it as the second least represented category. Lastly, the respondents with work experience spanning 1 to 2 years constituted the smallest subset, with only 4.2% of the total responses.

This diverse distribution of responses across different levels of work experience provides a rich variety of perspectives and ideas, enriching the study's insights. By encompassing participants with varying lengths of professional experience, the study gains a more comprehensive understanding of how different levels of experience may influence perceptions of and attitudes toward organizational change and mindset transformation.

Label	Count	Percent
1 year or less	90	22.1
1 years to 2 years	17	4.2
2 years to 5 years	36	8.8
5 years or more	102	25.0
10 years or more	163	40.0

Figure 5. Work experience

To enhance the demographic profile of survey participants, the study incorporated a question regarding monthly income, categorizing responses into five distinct income groups. This additional dimension aimed to provide a more nuanced understanding of the survey population. The ensuing data, illustrated in Figure 6, sheds light on the distribution of participants across various income brackets. Examining the monthly income responses, it is notable that a considerable proportion of participants, specifically 29.2%, reported a monthly income exceeding 15,000 Saudi Riyals (SAR). On the other hand, the majority of respondents, accounting for 70.2%, indicated a monthly income below the threshold of 15,000 SAR.

Label	Count	Percent
Less than 5000 SAR	100	24.5
5000 SAR – 10,000 SAR	100	24.5
10,000 SAR – 15,000 SAR	89	21.8
15,000 SAR – 20,000 SAR	51	12.5
20,000 SAR or more	68	16.7

Figure 6. Monthly income

In assessing the prevailing perspectives on change and transformation within organizational contexts, the survey structured responses into two distinct categories: Fixed mindset, characterized by resistance to change, and Growth mindset, indicative of openness to change and a willingness to learn. This categorization aimed to elucidate the prevailing attitudes and orientations of participants towards organizational change initiatives.

Upon scrutiny of the responses, a striking pattern emerges. The majority of participants, constituting a significant 83.1%, demonstrated a Growth mindset, signaling a receptivity to change and a proactive inclination towards learning. This substantial proportion suggests that a considerable segment of the surveyed individuals not only embraces the concept of growth but also exhibits a flexibility to adapt when confronted with change within their organizational settings.

Conversely, a noteworthy 16.9% of responses were categorized under the Fixed mindset, indicating a predisposition towards resistance to change. This smaller yet notable subset highlights the existence of individuals within the surveyed population who may exhibit a more conservative approach, potentially hesitant or resistant when faced with organizational changes.

This breakdown, illustrated in Figure 7, encapsulates the dichotomy in mindset orientations observed within the surveyed group. The prevalence of a Growth mindset underscores a positive receptivity to organizational evolution, whereas the presence of a Fixed mindset indicates the coexistence of perspectives resistant to change. This nuanced understanding of

prevailing mindsets contributes valuable insights to the study, facilitating a more comprehensive exploration of the dynamics surrounding organizational transformation.

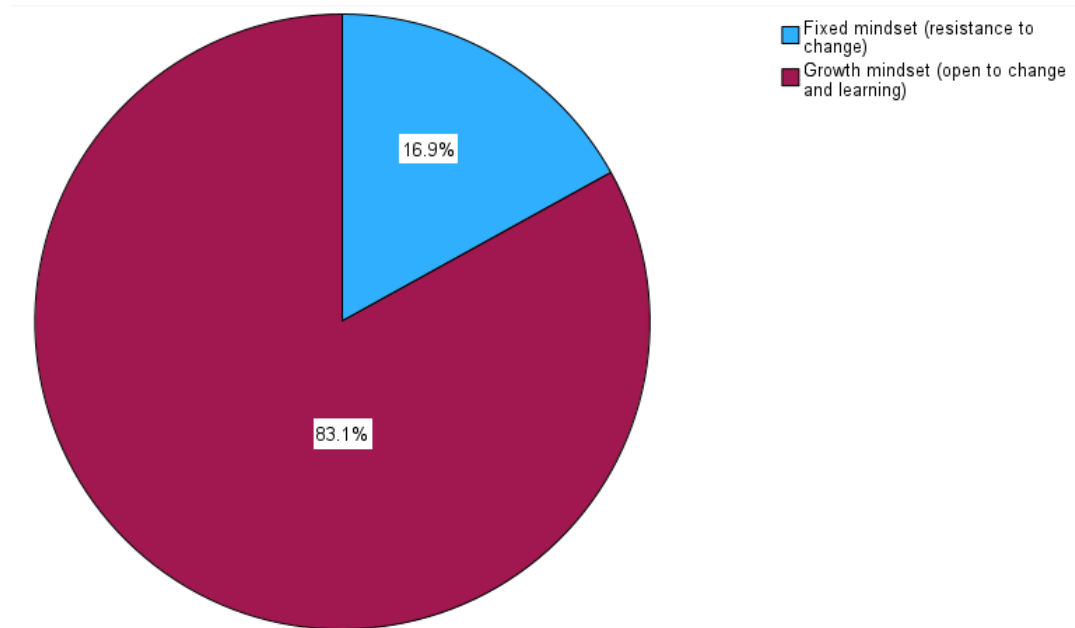


Figure 7. Responsory current mindset

In gauging participants' encounters with shifts in mindset within their organizational contexts, the survey structured responses into two distinct categories: "Yes" for those who had experienced a change, and "No" for those who had not. This inquiry sought to capture the prevalence of transformative experiences within organizational settings.

Analysis of the responses reveals a prevailing trend, with a substantial majority—specifically, 77.2% of participants—indicating that they had indeed undergone a change in mindset within their respective organizations. This substantial proportion suggests that a significant segment of

the surveyed individuals has encountered and acknowledged a transformation in the collective mindset prevalent in their organizational milieu.

Conversely, 22.8% of the responses were categorized as "No," signifying that this segment did not perceive or undergo a change in mindset within their organizational environments. This subset of participants represents individuals who, based on their responses, did not observe a discernible shift or evolution in the prevailing mindset within their respective organizations.

This distribution of responses is visually presented in Figure 8.

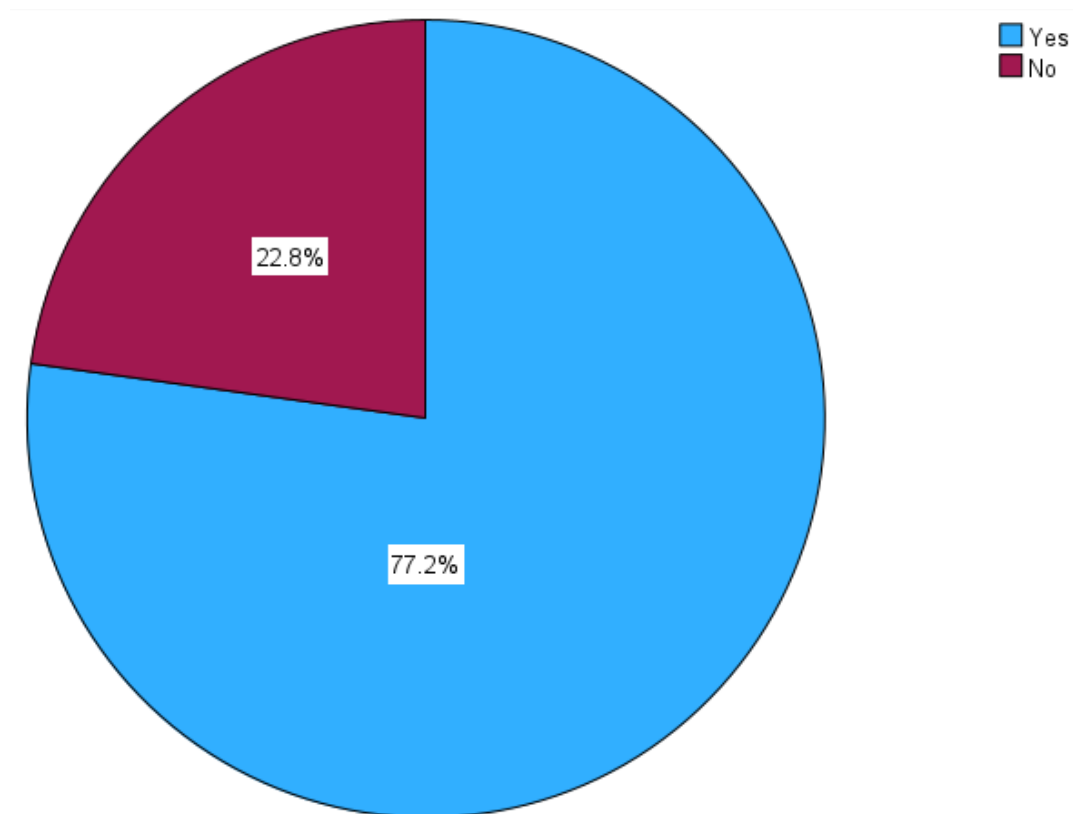


Figure 8. Responses experienced a change in mindset within your organization.

In evaluating participants' perspectives on the assertion that altering one's mindset can have a positive influence on organizational transformation, the survey incorporated a scale of five possible responses: "Strongly Agree," "Agree," "Neutral," "Disagree," and "Strongly Disagree." The aim was to discern the varying degrees of alignment with this statement among the surveyed individuals.

Upon scrutiny of the responses, a notable trend emerges. None of the participants opted for the most extreme response, "Strongly Disagree," indicating a unanimous absence of strong dissenting opinions. Instead, a significant proportion of respondents, precisely 50.7%, chose the response "Strongly Agree," signifying a robust consensus among this subset regarding the positive impact of changing mindset on organizational transformation.

Furthermore, 38.2% of participants expressed agreement with the statement, adding to the substantial majority advocating for the constructive influence of mindset change on organizational transformation. A minority, constituting 8.1%, indicated a neutral stance, while only 2.9% of respondents chose the "Disagree" option.

The cumulative effect of these responses is striking, as a substantial 88.9% majority of participants expressed an affirmative belief in the statement that changing mindset can positively impact organizational transformation. This resounding endorsement is visually represented in Figure 9, illustrating the distribution of responses and underscoring the prevalent conviction among surveyed individuals regarding the favorable outcomes associated with a transformative shift in mindset within organizational contexts.

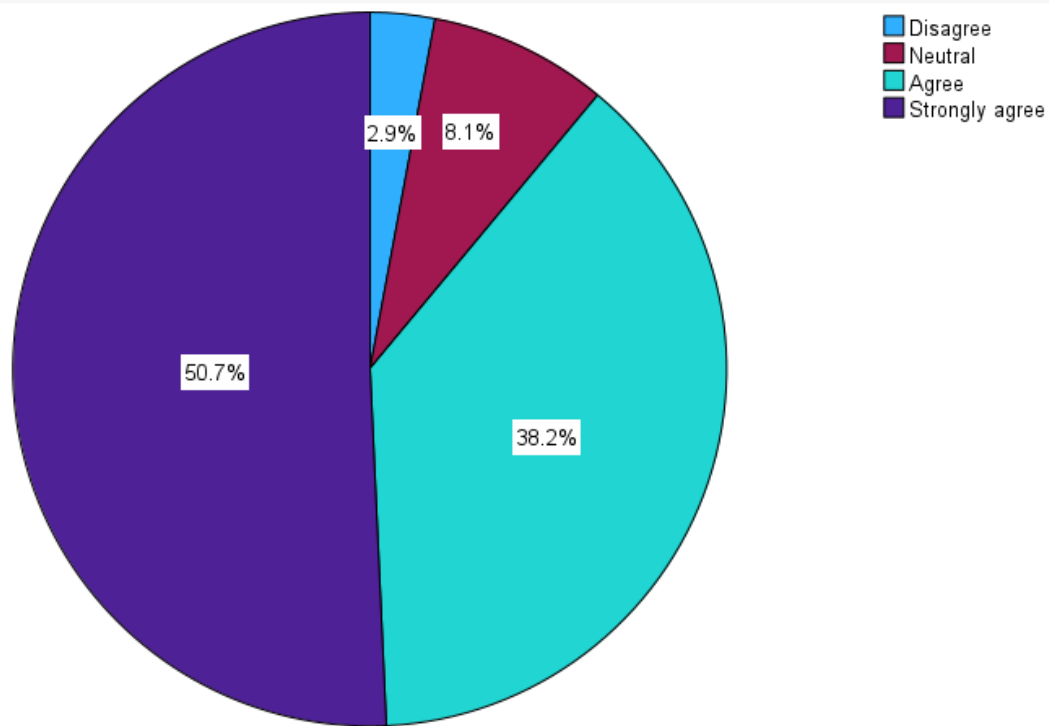


Figure 9. I believe that changing mindset can positively impact organizational transformation Pie figure.

Participants were asked to express their degree of agreement with the statement: "The current strategies and initiatives implemented by my organization are effective in promoting mindset change to support institutional transformation." The survey provided five response options, ranging from "Strongly Agree" to "Strongly Disagree."

The inclusion of this specific question aimed to assess participants' perceptions regarding the effectiveness of the strategies and initiatives employed by their organizations in fostering a change in mindset supportive of institutional transformation. This line of inquiry sought to gain insights into how organizational approaches contribute to employees' evolving perspectives.

Upon scrutinizing the responses, a clear trend emerges. The majority of participants, totaling 75.2%, either "Agreed" (48.5%) or "Strongly Agreed" (26.7%) with the statement. This substantial consensus suggests a prevailing positive sentiment among the surveyed individuals regarding the efficacy of the current strategies and initiatives implemented by their organizations to instigate a change in mindset conducive to institutional transformation.

In contrast, a noteworthy 20.3% of responses fell under the "Neutral" category, indicating a segment of participants who neither strongly supported nor opposed the effectiveness of the organizational strategies and initiatives. The dissenting opinions were expressed by a small percentage, with only a fraction of respondents choosing "Disagree" or "Strongly Disagree."

Visualizing these responses in Figure 10 underscores the distribution of opinions, highlighting the prevalent agreement among participants regarding the effectiveness of current organizational strategies in facilitating a positive shift in mindset supportive of institutional transformation. This nuanced analysis contributes to a comprehensive understanding of the perceived impact of organizational initiatives on the promotion of a transformative mindset among employees.

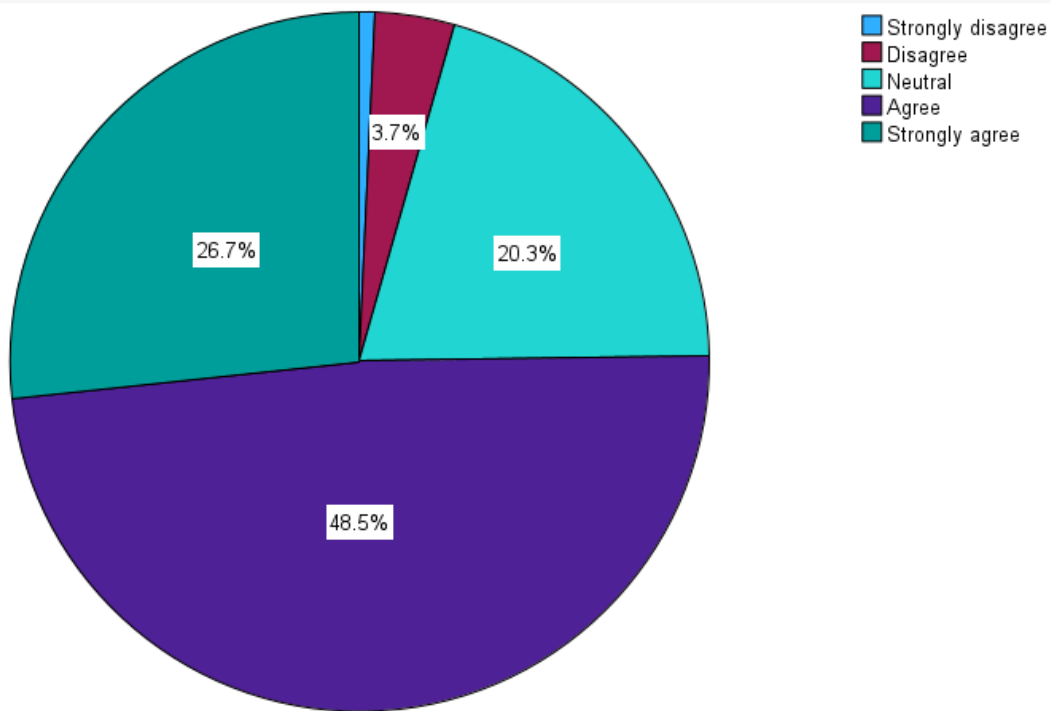


Figure 10. The current strategies and initiatives implemented by my organization are effective in promoting mindset change to support institutional transformation Pie figure.

Participants were asked to express their level of agreement with the statement: "I noticed changes in leadership styles as a result of a change in mindset during the transformation." The survey utilized a five-point scale, ranging from "Strongly Agree" to "Strongly Disagree."

This particular question aimed to establish a connection between the observed changes in leadership styles and the transformative shifts in mindset during organizational transformation. It sought to discern whether participants perceived a correlation between alterations in mindset and corresponding adjustments in leadership approaches.

Analyzing the responses reveals a discernible trend. A combined 76.4% of participants either "Agreed" (50.2%) or "Strongly Agreed" (26.2%) with the statement, suggesting a significant portion of respondents who identified a relationship between changes in mindset and subsequent modifications in leadership styles during the transformation period.

A noteworthy 17.4% of responses fell under the "Neutral" category, indicating a segment of participants who neither affirmed nor negated the observed link between mindset changes and shifts in leadership styles. Conversely, dissenting opinions were expressed by 6.1% of respondents who chose either "Disagree" or "Strongly Disagree."

The graphical representation in Figure 11 visually encapsulates this distribution of responses, emphasizing the prevalent agreement among participants regarding the connection between mindset changes and transformations in leadership styles. This nuanced exploration contributes to a deeper understanding of the perceived impact of mindset shifts on leadership dynamics during periods of organizational transformation.

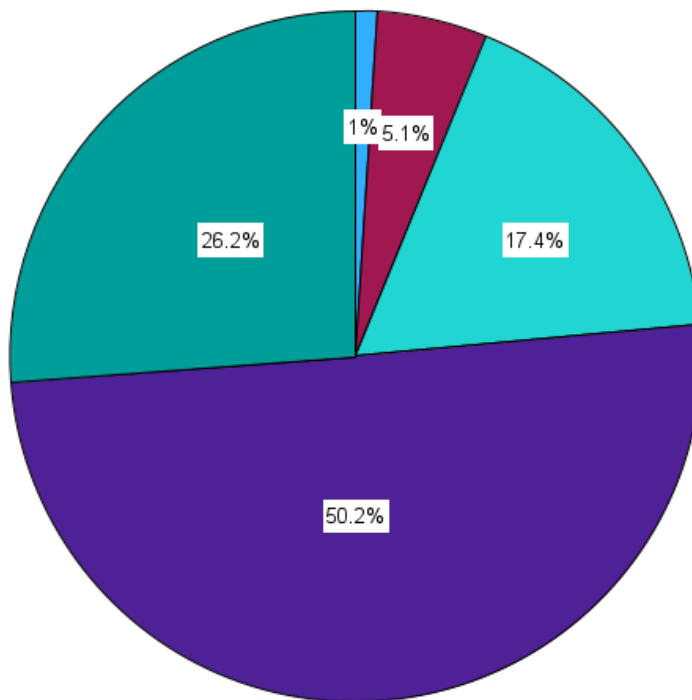


Figure 11. Please indicate your level of agreement with the following statement: I noticed changes in leadership styles as a result of a change in mindset during the transformation.

Participants were requested to convey their level of agreement with the statement: "Changing mindset has influenced the successful implementation of technological changes within your organization." The survey provided a spectrum of responses, ranging from "Strongly Agree" to "Strongly Disagree."

This specific inquiry aimed to explore the perceived connection between shifts in mindset and the efficacious integration of technological changes within organizational contexts. It sought to discern participants' perspectives on whether altering mindsets played a role in the successful implementation of technological advancements.

Upon analyzing the responses, a clear trend emerges. A combined 76.8% of participants either "Agreed" (49.8%) or "Strongly Agreed" (27%) with the statement, indicating a substantial majority acknowledging the influence of changing mindsets on the successful adoption of technological changes within their respective organizations.

Conversely, dissenting opinions were expressed by a smaller percentage, with 7.4% choosing "Disagree" and a minimal 0.5% opting for "Strongly Disagree." These responses signify a modest but notable subset of participants who did not perceive a significant impact of changing mindsets on the successful implementation of technological changes.

A segment of participants, comprising 15.4%, indicated a "Neutral" stance, signifying a degree of indecision or lack of a strong inclination regarding the stated connection. This nuanced breakdown of responses is visually represented in Figure 12, offering a graphical depiction of the prevalent attitudes and perceptions among participants concerning the interplay between mindset changes and the successful integration of technological advancements within organizational contexts.

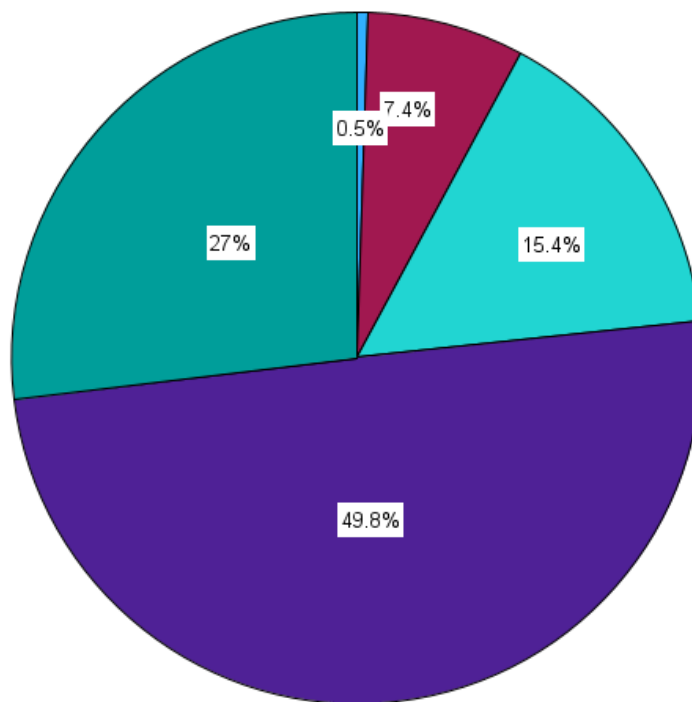


Figure 12. Please indicate your level of agreement with the following statement:

Changing mindset has influenced the successful implementation of technological changes within Your organization.

Participants were asked to share their opinions on the key factors influencing mindset change during organizational transformation, with the survey presenting four potential options for consideration: Leadership and communication support, Training and development programs, Organizational culture and values, and Employee engagement and involvement. Importantly, respondents were allowed to choose more than one option, providing a comprehensive view of their perceived influences on mindset change.

This segment of the survey aimed to identify and understand the factors that respondents considered pivotal in shaping mindset changes amid organizational transformations. The

diverse range of options allowed participants to express the multifaceted nature of influences on mindset evolution.

Analyzing the responses, it becomes evident that Training and development programs emerged as the most commonly selected factor, with a significant 60.3% of participants choosing this option (Figure 14). This suggests a prevailing belief among respondents in the efficacy of training and development initiatives in fostering mindset changes during organizational transformations.

Following closely, Employee engagement and involvement garnered the agreement of 50.5% of participants, as depicted in Figure 16. This underscores the perceived impact of active engagement and involvement of employees in influencing mindset change within the organizational transformation context.

Leadership and communication support were also identified by a substantial 46.6% of respondents, as illustrated in Figure 13. This emphasizes the role of leadership and effective communication as influential factors in driving mindset changes during periods of organizational transformation.

Conversely, Organizational culture and values, while still a significant factor, emerged as the least chosen option, with 41.2% of participants selecting this influence (Figure 15).

The graphical representation of these responses provides a visual snapshot of the distribution of preferences among participants, showcasing the nuanced perspectives on the key factors contributing to mindset changes during organizational transformations. This comprehensive analysis contributes valuable insights into the varied influences perceived by participants,

allowing for a deeper understanding of the dynamics surrounding mindset evolution in the organizational context.

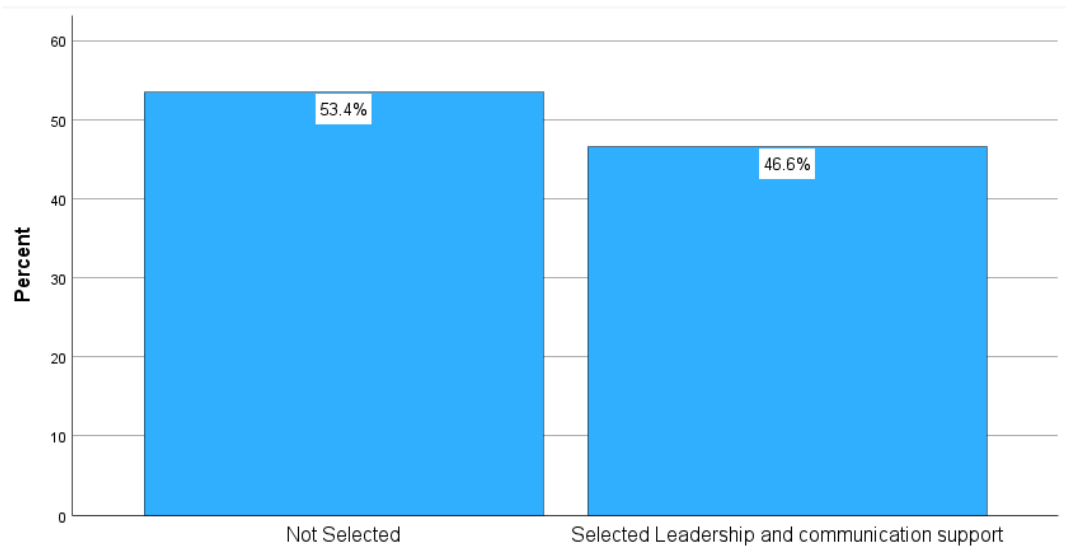


Figure 13. Selected Leadership and communication support

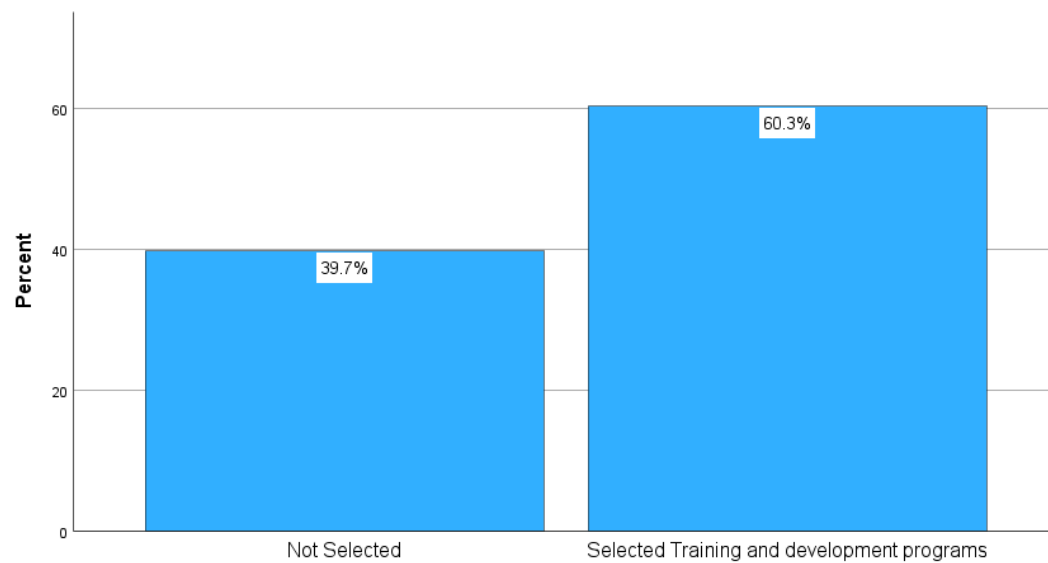


Figure 14. Selected Training and development programs

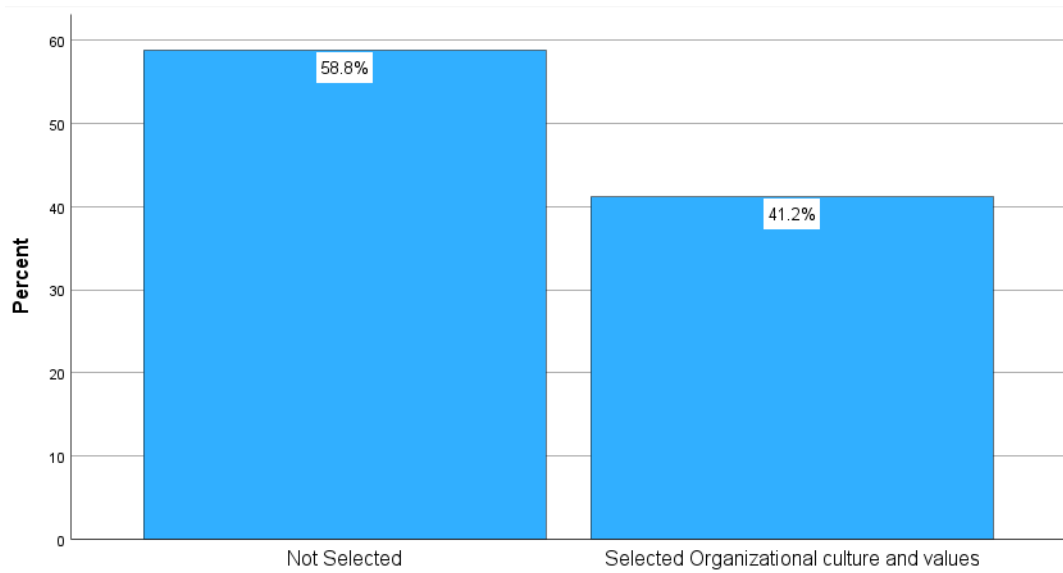


Figure 15. Selected Organizational culture and values

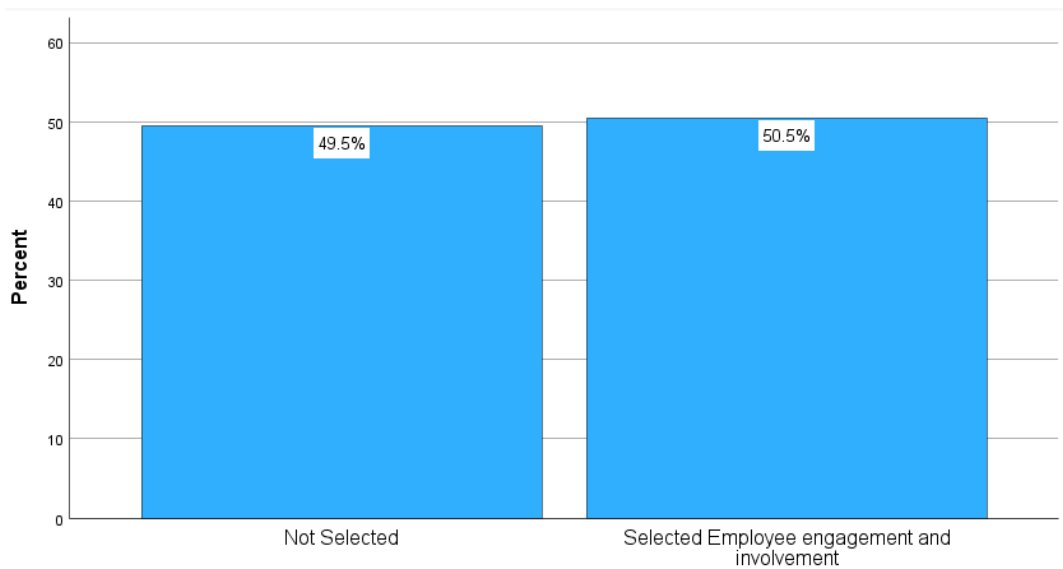


Figure 16. Selected Employee engagement and involvement

Participants were prompted to identify the challenges they perceive in promoting mindset change within their organization during the transformation process, with the survey providing four potential options: Resistance to change, Lack of awareness and understanding, Organizational bureaucracy and hierarchy, and Limited resources and support. Participants had the flexibility to select more than one option, allowing for a nuanced exploration of the challenges associated with fostering mindset change.

This section of the survey aimed to illuminate the obstacles and difficulties participants perceived in effecting mindset changes within the dynamic context of organizational transformation.

Upon analyzing the responses, it becomes evident that participants acknowledged multiple challenges, reflecting the complexity of the organizational landscape during transformation. The most prominently identified challenge, selected by 48.8% of participants, was "Lack of awareness and understanding," as illustrated in Figure 18. This underscores the significance participants attributed to addressing gaps in awareness and comprehension as a critical hurdle in promoting mindset change.

Following closely, "Resistance to change" emerged as the second most prevalent challenge, with 47.3% of participants identifying it as a significant obstacle, as depicted in Figure 17. This result emphasizes the pervasive nature of resistance to change as a formidable challenge within organizational transformation.

The challenge of "Limited resources and support" was acknowledged by 43.4% of participants, as shown in Figure 20. This response indicates a considerable portion of participants

recognizing resource constraints and inadequate support as impediments to successful mindset change initiatives.

Conversely, the challenge of "Organizational bureaucracy and hierarchy" was deemed the least prevalent, with 35% of participants selecting this option, as illustrated in Figure 19. While still a noteworthy concern, this result suggests that participants perceived other challenges as more pressing within the context of mindset change during organizational transformation.

The graphical representation provides a visual summary of the distribution of challenges as perceived by participants. This nuanced analysis contributes valuable insights into the multifaceted nature of challenges associated with promoting mindset change within organizations undergoing transformational processes.

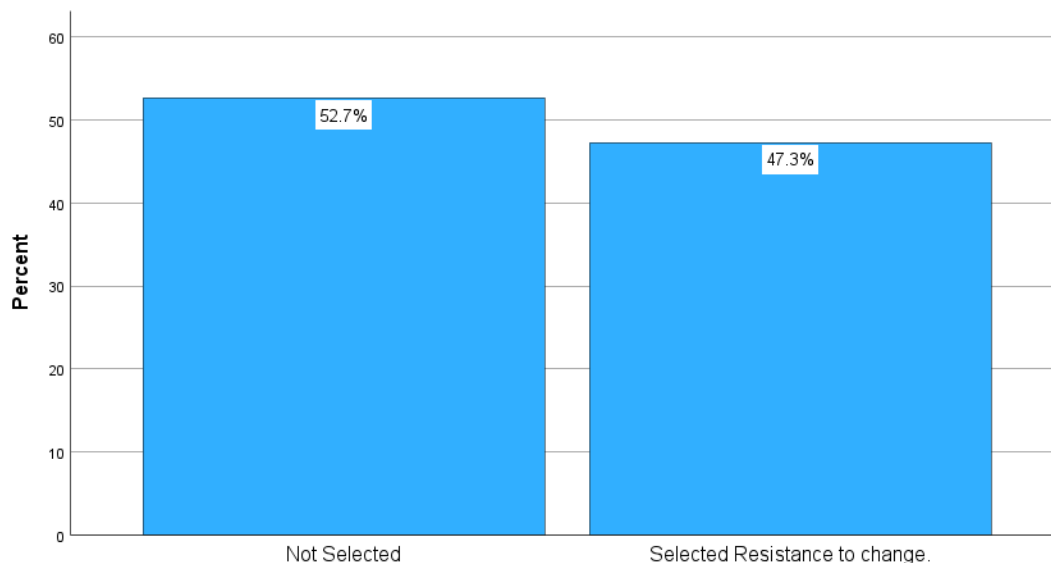


Figure 17. Selected Resistance to change.

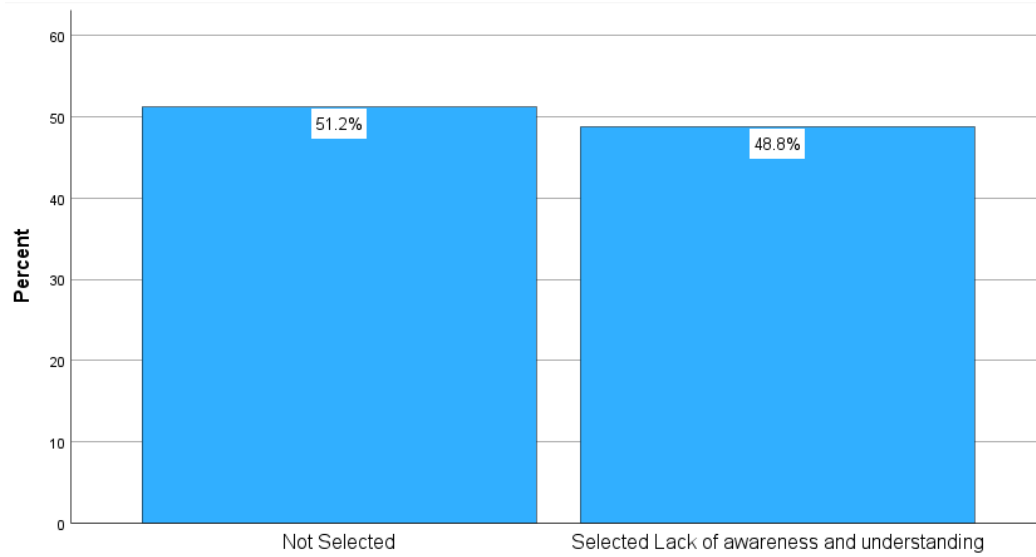


Figure 18. Selected Lack of awareness and understanding

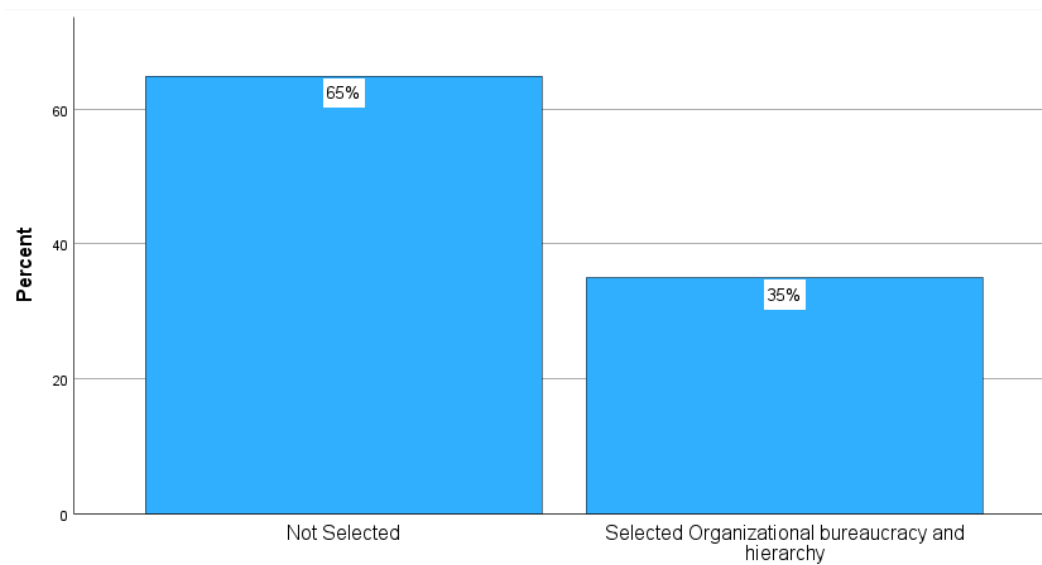


Figure 19. Selected Organizational bureaucracy and hierarchy.

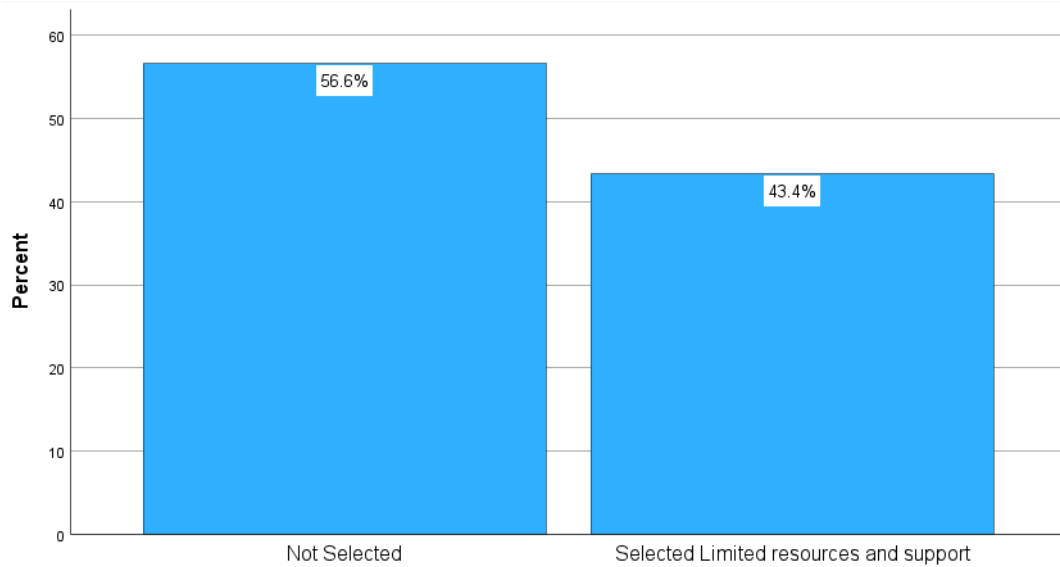


Figure 20. Selected Limited resources and support.

Participants were invited to share their perspectives on how changing mindset could contribute to the overall success of organizational transformation, with the survey offering four potential options: Improve adaptability and innovation, Enhance employee motivation and engagement, Increase cooperation and teamwork, and Improving organizational performance and competitiveness. Notably, participants had the flexibility to choose more than one option, allowing for a nuanced understanding of their perceptions.

This section of the survey aimed to unveil the perceived impacts of mindset changes on the success of organizational transformation, recognizing that multiple factors could contribute to this success.

Upon analysis of the responses, it becomes apparent that participants attributed significant importance to all the options provided, with an average response rate of 51.5%. This uniform distribution implies that respondents regarded each of the presented factors as having a comparable impact on the overall success of organizational transformation.

The most favored response, chosen by 54.4% of participants, was "Enhance employee motivation and engagement," as highlighted in Figure 22. This outcome underscores the consensus among respondents on the pivotal role of employee motivation and engagement in contributing to the success of organizational transformation.

Following closely, the option "Improve organizational performance and competitiveness" was selected by 51.5% of participants, as depicted in Figure 24. This reflects a substantial endorsement of the belief that changes in mindset positively influence overall organizational performance and competitiveness during transformational periods.

Furthermore, "Improve adaptability and innovation" garnered the agreement of 50.7% of participants, as illustrated in Figure 21. This result emphasizes the perceived connection between mindset changes and the enhancement of organizational adaptability and innovation.

Conversely, "Increase cooperation and teamwork" emerged as the least selected option, though still significant, with 49.5% of participants choosing this influence, as shown in Figure 23.

The graphical representation of these responses provides a visual summary of the varied perspectives among participants regarding the multifaceted contributions of changing mindsets

to the success of organizational transformation. This nuanced analysis contributes valuable insights into the diverse ways in which mindset changes are perceived to impact organizational outcomes during transformative processes.

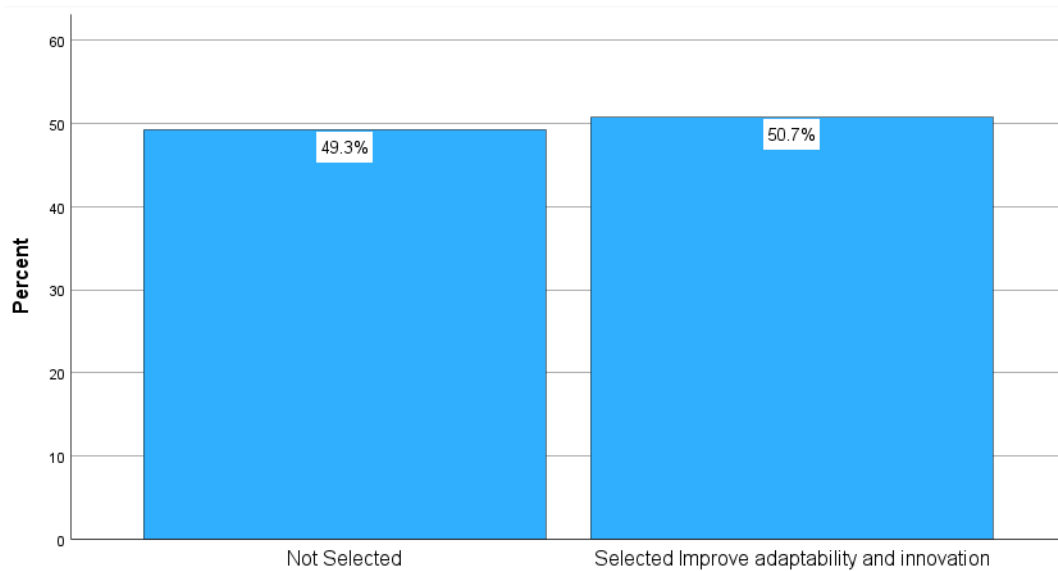


Figure 21. Selected Improve adaptability and innovation

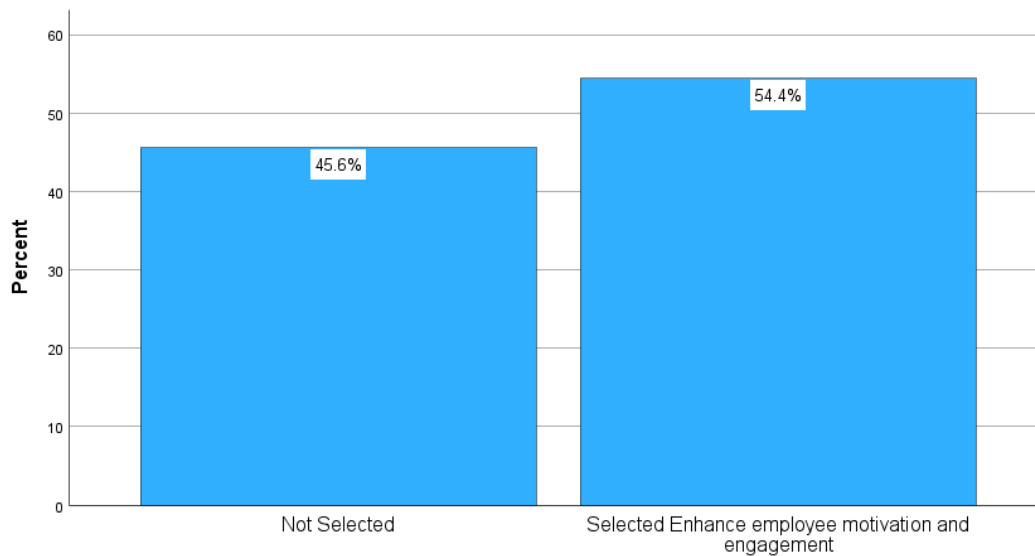


Figure 22. Selected Enhance employee motivation and engagement.

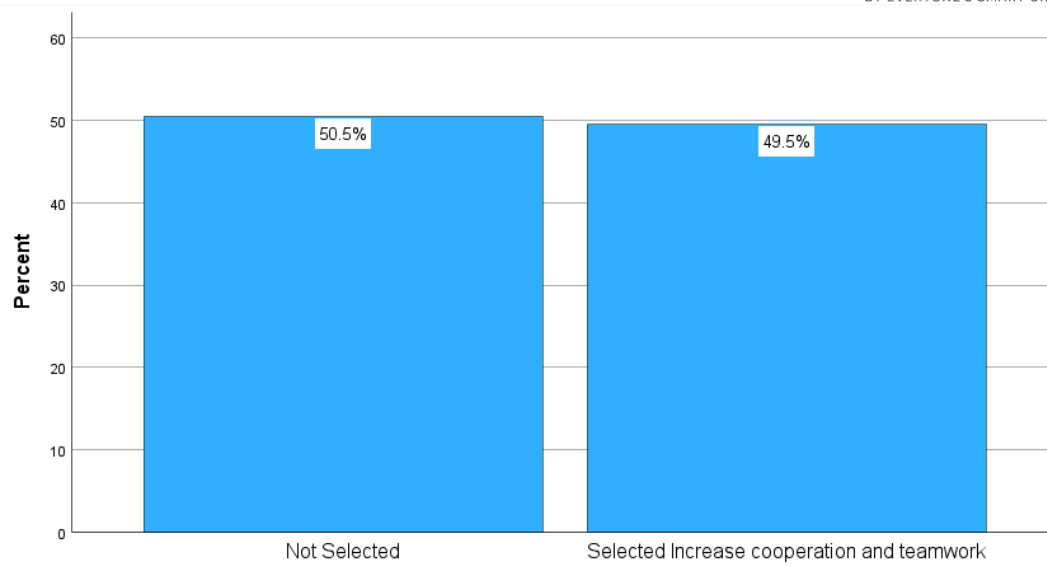


Figure 23. Selected Increase cooperation and teamwork

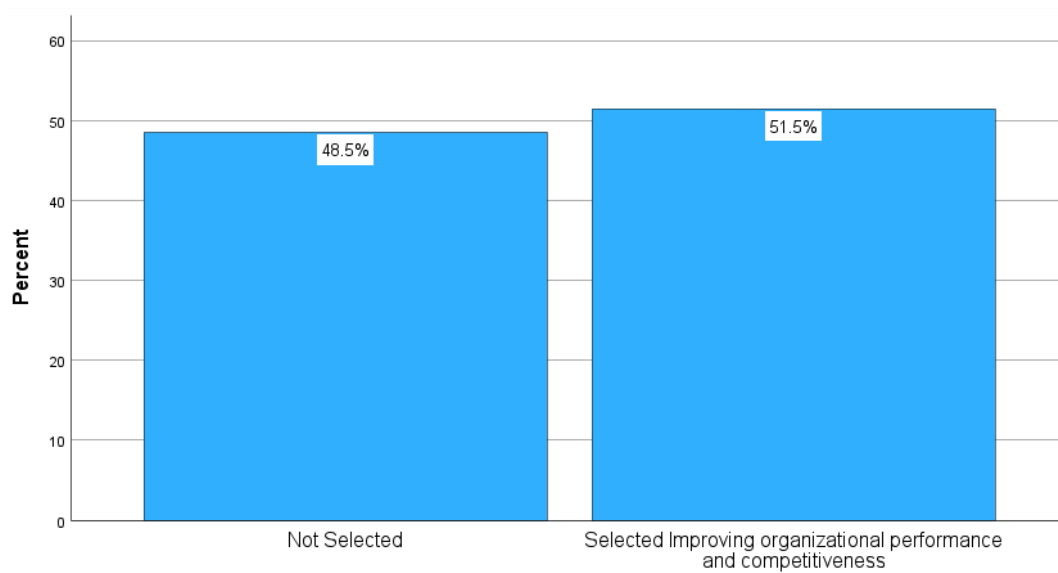


Figure 24. Selected Improving organizational performance and competitiveness.

Discussion

The survey aimed to explore and understand various aspects related to mindset changes during organizational transformation, utilizing a diverse pool of participants representing different demographics and organizational roles. The demographic distribution, encompassing different age groups and a balanced representation of both genders, demonstrates a concerted effort to capture a comprehensive perspective. This diversity extends to education levels, job roles, and experience levels, ensuring a broad spectrum of opinions and insights.

The primary focus of the survey was to investigate participants' attitudes toward mindset changes within the organizational context. The majority of respondents, totaling 83.1%, expressed a growth mindset Figure 7, indicating a collective openness to change, learning, and flexibility. This provides valuable insights into the mindset of the participants, showcasing a positive orientation toward organizational transformation.

The survey further delved into participants' real-world experiences, with a notable 77.2% indicating that they had undergone a change in mindset within their respective organizations Figure 8. This highlights the prevalence of transformative experiences, affirming the relevance of mindset changes within organizational settings.

Participating individuals demonstrated a strong consensus regarding the positive influence of changing mindsets on organizational transformation. A significant 50.7% of respondents "Strongly Agreed" with this assertion, while an additional 38.2% expressed agreement Figure 9. This alignment underscores the perceived importance of mindset changes in driving successful organizational transformations.

In exploring the effectiveness of current organizational strategies in promoting mindset change, the survey revealed a substantial majority, with 75.2% of participants either agreeing or strongly agreeing Figure 10. This suggests a prevailing belief among respondents that the implemented strategies are conducive to fostering a positive shift in mindset.

The survey also addressed the challenges associated with promoting mindset change during organizational transformation. Lack of awareness and understanding emerged as the most prominent challenge, selected by 48.8% of participants. This underscores the need for targeted efforts to enhance awareness and comprehension as a crucial step in overcoming obstacles to mindset change Figure 18.

Participants' opinions on the key factors influencing mindset change unveiled Training and development programs as the most commonly chosen factor (60.3%) Figure 14. This emphasizes the perceived efficacy of training initiatives in fostering mindset changes. Employee engagement and involvement, as well as leadership and communication support, also garnered significant attention, further illustrating the multifaceted nature of influences on mindset evolution.

When assessing the perceived contributions of changing mindsets to the overall success of organizational transformation, participants acknowledged multiple factors. Enhancing employee motivation and engagement emerged as the most favored factor, chosen by 54.4% of participants (Figure 22), while improving organizational performance and competitiveness closely followed at 51.5% (Figure 24). These outcomes underline the diverse and interconnected ways in which participants believe mindset changes positively impact organizational outcomes.

In summary, the survey outcomes provide a rich understanding of participants' perspectives on mindset changes during organizational transformation. The comprehensive analysis of demographic distributions, mindset orientations, real-world experiences, and perceived influences and challenges contributes valuable insights to the broader discourse on organizational change and transformation.

Suggestions and future recommendations

The observations derived from this study reveal a widespread applicability across diverse demographics in Saudi Arabia, encompassing individuals of varying age groups and educational backgrounds. This suggests that while the study provides a comprehensive understanding of the prevalent attitudes and perspectives, there exists an opportunity for further refinement by narrowing the focus to specific age cohorts, gender demographics, or limiting the scope to specific geographic areas or industries. By adopting a more targeted approach, the study could yield more nuanced insights into the nuanced nuances within these subgroups, thereby enhancing the specificity and relevance of its findings. Moreover, it is noteworthy that the study's outcomes hold relevance in the broader context of the transformative initiatives undertaken by the government of Saudi Arabia, aligning with the overarching vision and strategic changes implemented at the national level. Consequently, the study's implications extend beyond individual perspectives, contributing to a broader discourse on the alignment of societal attitudes with the transformative agenda set forth by the government.

Conclusion

The findings of this study suggest a discernible connection between changes in mindset and organizational change or transformation. Specifically, a positive mindset emerges as a significant factor influencing the success of organizational transformation efforts. It becomes evident that fostering a positive mindset requires strategic interventions such as training, motivation, and organizational support. These elements play a crucial role in shaping individuals' attitudes and perspectives, consequently contributing to a more favorable environment for organizational change. The results of this survey substantiate and align with the initial hypothesis that guided the commencement of this study, reinforcing the notion that a positive mindset is pivotal in the context of organizational transformation.

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Appendix 1: Survey questions

Dear Participant,

We are grateful for your participation in this survey, which is part of a graduation research project titled "Changing Mindsets on Transformation Projects in Organizations," presented to Mid Ocean University. The purpose of this research is to study the impact of mindset change on organizational transformation in the Kingdom of Saudi Arabia. Before proceeding, we would like to clarify some terms used in this survey. Organizational transformation refers to the process where an organization undergoes significant and substantial changes in various aspects of its structure, culture, operations, and strategies to keep up with technological advancements and remain competitive with other organizations. Meanwhile, a mindset change refers to a shift in an individual's beliefs, viewpoints, and behaviors, especially in the context of adopting new ways of thinking and working, which can lead to changes in behavior and decision-making. Through this research, we aim to gain insight into the relationship between mindset change and organizational transformation, specifically in the Kingdom of Saudi Arabia.

All survey responses will remain confidential, and the data will be stored securely and used for research purposes.

The questionnaire consists of 16 questions and will take less than two minutes to complete.

General Questions (6 questions)
Age group: ☐ 20- 35 ☐ 36- 50

☐ 51-65
Gender ☐ Male ☐ Female
Education Level ☐ High school ☐ Bachelor's degree ☐ Postgraduate
Job Title/Level: ☐ Senior Management (General Manager or CEO) ☐ Middle Management (Department Manager) ☐ Executive Management (Supervisor) ☐ Beginner
Work experience: ☐ 1 year or less ☐ 1 years to 2 years ☐ 2 years to 5 years ☐ 5 years or more ☐ 10 years or more
What is your monthly income: ☐ Less than 5000 SAR ☐ 5000 SAR – 10,000 SAR ☐ 10,000 SAR – 15,000 SAR ☐ 15,000 SAR – 20,000 SAR ☐ 20,000 SAR or more

Research Questions (10 questions)
How would you describe your current mindset regarding change and transformation within your organization? ☐ Fixed mindset (resistance to change) ☐ Growth mindset (open to change and learning)
Have you personally experienced a change in mindset within your organization? ☐ Yes ☐ No

Please indicate your level of agreement with the following statement: I believe that changing mindset can positively impact organizational transformation.

- ☐ Strongly agree.
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree.

Please indicate your level of agreement with the following statement: The current strategies and initiatives implemented by my organization are effective in promoting mindset change to support institutional transformation.

- ☐ Strongly agree.
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree.

Please indicate your level of agreement with the following statement: I noticed changes in leadership styles as a result of a change in mindset during the transformation.

- ☐ Strongly agree.
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree.

Please indicate your level of agreement with the following statement: Changing mindset has influenced the successful implementation of technological changes within Your organization

- ☐ Strongly agree.
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree.

In your opinion, what are the key factors that influence mindset change during organizational transformation? (Choose more than one option)

- ☐ Leadership and communication support
- ☐ Training and development programs
- ☐ Organizational culture and values
- ☐ Employee engagement and involvement

What challenges do you see in promoting mindset change within your organization during the transformation process? (Choose more than one option)

- ☐ Resistance to change.
- ☐ Lack of awareness and understanding.
- ☐ Organizational bureaucracy and hierarchy
- ☐ Limited resources and support

How do you think changing mindset can contribute to the overall success of organizational transformation? (Choose more than one option)

- ☐ Improve adaptability and innovation.
- ☐ Enhance employee motivation and engagement.
- ☐ Increase cooperation and teamwork.
- ☐ Improving organizational performance and competitiveness

Appendix 2: Survey results

		Gender			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Male	222	54.4	54.4	54.4
	Female	186	45.6	45.6	100.0
	Total	408	100.0	100.0	

		Age group			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	20 - 35	146	35.8	35.8	35.8
	36 - 50	191	46.8	46.8	82.6
	51 - 65	71	17.4	17.4	100.0
	Total	408	100.0	100.0	

		Education Level			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	High school	80	19.6	19.6	19.6
	Bachelor's degree	265	65.0	65.0	84.6
	Postgraduate	63	15.4	15.4	100.0
	Total	408	100.0	100.0	

		Job Title/Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Beginner	138	33.8	33.8	33.8
	Executive Management (Supervisor)	124	30.4	30.4	64.2
	Middle Management (Department Manager)	103	25.2	25.2	89.5
	Senior Management (General Manager or CEO)	43	10.5	10.5	100.0
	Total	408	100.0	100.0	

Work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year or less	90	22.1	22.1	22.1
	1 years to 2 years	17	4.2	4.2	26.2
	2 years to 5 years	36	8.8	8.8	35.0
	5 years or more	102	25.0	25.0	60.0
	10 years or more	163	40.0	40.0	100.0
	Total	408	100.0	100.0	

What is your monthly income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5000 SAR	100	24.5	24.5	24.5
	5000 SAR – 10,000 SAR	100	24.5	24.5	49.0
	10,000 SAR – 15,000 SAR	89	21.8	21.8	70.8
	15,000 SAR – 20,000 SAR	51	12.5	12.5	83.3
	20,000 SAR or more	68	16.7	16.7	100.0
	Total	408	100.0	100.0	

How would you describe your current mindset regarding change and transformation within your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fixed mindset (resistance to change)	69	16.9	16.9	16.9
	Growth mindset (open to change and learning)	339	83.1	83.1	100.0
	Total	408	100.0	100.0	

Have you personally experienced a change in mindset within your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	315	77.2	77.2	77.2
	No	93	22.8	22.8	100.0
	Total	408	100.0	100.0	

Please indicate your level of agreement with the following statement: I believe that changing mindset can positively impact organizational transformation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	2.9	2.9	2.9
	Neutral	33	8.1	8.1	11.0
	Agree	156	38.2	38.2	49.3
	Strongly agree	207	50.7	50.7	100.0
	Total	408	100.0	100.0	

Please indicate your level of agreement with the following statement: The current strategies and initiatives implemented by my organization are effective in promoting mindset change to support institutional transformation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	.7	.7	.7
	Disagree	15	3.7	3.7	4.4
	Neutral	83	20.3	20.3	24.8
	Agree	198	48.5	48.5	73.3
	Strongly agree	109	26.7	26.7	100.0
	Total	408	100.0	100.0	

Please indicate your level of agreement with the following statement: I noticed changes in leadership styles as a result of a change in mindset during the transformation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	1.0	1.0	1.0
	Disagree	21	5.1	5.1	6.1
	Neutral	71	17.4	17.4	23.5
	Agree	205	50.2	50.2	73.8
	Strongly agree	107	26.2	26.2	100.0
	Total	408	100.0	100.0	

Please indicate your level of agreement with the following statement: Changing mindset has influenced the successful implementation of technological changes within Your organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	.5	.5	.5
	Disagree	30	7.4	7.4	7.8
	Neutral	63	15.4	15.4	23.3
	Agree	203	49.8	49.8	73.0
	Strongly agree	110	27.0	27.0	100.0
	Total	408	100.0	100.0	

In your opinion, what are the key factors that influence mindset change during organizational transformation? (Choose more than one option)

		Frequency	Percent	Valid Percent
Valid	Selected Training and development programs	246	60.2	60.2
	Selected Organizational culture and values	168	41.1	41.1
	Selected Employee engagement and involvement	206	50.4	50.4
	Selected Leadership and communication support	190	46.5	46.5

What challenges do you see in promoting mindset change within your organization during the transformation process? (Choose more than one option)

		Frequency	Percent	Valid Percent
Valid	Selected Limited resources and support	177	43.3	43.3
	Selected Lack of awareness and understanding	199	48.7	48.7
	Selected Organizational bureaucracy and hierarchy	143	35.0	35.0
	Selected Resistance to change.	193	47.3	47.3

How do you think changing mindset can contribute to the overall success of organizational transformation? (Choose more than one option)

		Frequency	Percent	Valid Percent
Valid	Selected Increase cooperation and teamwork	202	49.5	49.5
	Selected Enhance employee motivation and engagement	222	54.4	54.4
	Selected Improve adaptability and innovation	207	50.7	50.7
	Selected Improving organizational performance and competitiveness	210	51.5	51.5